

DRAFT  
6/27/72

25X1

☐ BOARD OF VISITORS TO THE OFFICE OF TRAINING

a. **PURPOSE.** A Board of Visitors is established to provide to the Director of Central Intelligence and, through him, to the Director of Training the views and recommendations of highly experienced officers of the Agency relating to the identification of training needs within the Agency and the effectiveness of the Office of Training in meeting these needs.

b. **POLICY.** The Board of Visitors is authorized to:

(1) review employee qualifications and performance standards throughout the Agency and advise the Director relative to the training needs of operating components and their personnel;

(2) examine operations, intelligence, and support doctrine and advise the Director concerning guidance needed by OTR to fulfill its mission;

(3) evaluate the validity of OTR's courses and programs by examining training objectives, content, and resulting on-the-job performance of employees.

(4) recommend to the Director the elimination, modification, and addition of subject matter and skills presented in OTR's training activities.

(5) review the functions of component training officers and advise the Director relative to their participation in personnel planning and development within their respective jurisdictions.

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c. **MEMBERSHIP.** The Board has as members the Inspector General, who serves as Chairman, a (senior officer) (a prospective or recently recently retired officer of senior grade) and a middle grade officer designated by each Deputy Director, and the Director of Personnel who is a member ex officio. The term of members designated by Deputy Directors shall not exceed two years. The Director of Training designates an Executive Secretary to the Board.

d. **PROCEDURES.**

(1) The Board convenes at the call of the Chairman at least once, and not more frequently than twice, each year. When so convened, meetings, investigations, and deliberations shall be completed within 30 calendar days.

(2) Initial agenda items are determined by the Chairman through such consultation as he may elect with Board members or other Agency officials. Additional agenda matters may be developed, subject to the approval of the Chairman, as the Board conducts its business within the thirty-day period.

(3) The Director of Personnel presides over meetings of the Board in the absence of the Chairman. Minutes of each meeting are recorded. The Chairman or his designated representative prepares a report, including recommendations, within 60 days after the Board adjourns, for submission to the Director.

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(4) Secretarial and other support services required by the Board are provided by the Office of Training. Members may call upon their respective components for services which they may individually require.

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USE ONLY☒

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☐

SECRET

## ROUTING AND RECORD SHEET

SUBJECT: (Optional)

DD/S 72-2566

FROM:

Acting Director of Training

AA

EXTENSION

NO.

DTR-7658

DATE

27 June 1972

25X1

TO: (Officer designation, room number, and building)

DATE

RECEIVED

FORWARDED

OFFICER'S  
INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

1.

Deputy Director for Support

2.

3.

4.

5.

6.

7.

8.

9.

10.

11.

12.

13.

14.

15.

The attached is a talking paper or point of departure in our discussions with the Inspector General on the creation of a Board of Visitors for your information. A preliminary discussion with Bill Broe is being held today.

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Bd of Visitors

WFC memo

1. Substance
2. Effectiveness
3. Program to Agency Mission

STAT



met Broe on 6/26:

1. Broe wondered where original idea came from.
2. Belver should be composed of on-duty officers who could follow up.
3. Belver should be a year round operation
4. Indicated wanted to talk further with As Polby & Hugh
5. Seen problem as more

*Directorate*  
*Directorate*

28 JUN 1972

RSW

JWC

I suggest you study this carefully since it authorizes the Board of Visitors to involve itself very deeply in complex doctrinal aspects of all Directorates. My feeling is that the proposed breadth of involvement is just too ambitious an undertaking for a group of busy part time Visitors.

However, I also recognize that we are not going to have much to say about this. Hopefully, Bill Broes' judgment will dictate a more modest approach.

Where is the Colby's  
memo to DTR on  
Bd of Vectors?  
How does this compare?

What happened at  
meeting with Broe & Fine?  
Was this draft discussed?

(This seems much too broad)

3 JUL 1972

STAT

Mr. [ ] wants subj cy of

DD/S 72-2216. Registry ~~thinks~~

thinks that Mr. Wattles has it.

Peggy checked but didn't find it.

She thinks Mr. Coffey wrote RSW

a note on it and RSW returned it to

him w/answer. Miriam will look

again when she has time.

[ ]  
5 July 72



DD / S REGISTRY

FILE

Training

1. DD/S

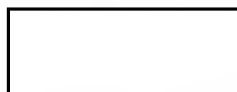
5 JUN 1972

*JWC*

2. Director of Training

2 - A copy is attached for your retention.

1 to 2: I assume that you will be getting together with Mr. Broe in the immediate future. I would appreciate advice concerning your tentative conclusions and time table following that initial discussion.



John W. Coffey

STAT

Executive Director-Comptroller 2 Jun 72

DD/S:JWC:llc (5 June 1972)

Distribution:

O - Addressee w/O DD/S 72-2216 - *BY HAND*

1 - DD/S Chrono w/o att

1 - DD/S Subject w/xy att

DD/S 72-2213: Memo dtd 2 June 72  
for DTR fr W. E. Colby, subj:  
Training Board of Visitors

**CONFIDENTIAL**

Executive Registry

72-3070

2 June 1972

MEMORANDUM FOR: Director of Training

THROUGH : Deputy Director for Support

SUBJECT : Training Board of Visitors

1. At the Director's Annual Conference, the suggestion of an annual "Board of Visitors" to the Agency training effort was generally accepted. As explained, this Board of Visitors would consist of a fully-accredited senior representative of each directorate who would participate in an annual review of the support provided by the Office of Training to the directorates and to the Agency as a whole. This is conceived as a review of the substance of the training being given on subjects of interest to the directorates, a review of the effectiveness of the overall contribution made by the Office of Training to the work of the directorates, a review of the overall program of the Office of Training as it impacts on the performance of the mission of the Agency as a whole, and of course recommendations for improvement. I particularly appreciate your welcoming this arrangement and thoroughly agree with you that it can represent a major step toward the improvement of Training's contribution to the work of the directorates. At the same time, we realize that the existence of the Board is only an opportunity for accomplishment and not accomplishment itself.

2. Thus, I believe it essential to generate the specifics of the proposal. For example, I believe an outline of the functions of the Board of Visitors should be developed and nominations secured. It will be appropriate in some cases, perhaps, to have directorate caucuses led by the Board of Visitors' member for that directorate, gathering together the Training and Planning Officers of the various components of the directorate for organized input into the Board of Visitors' exercise. Secondly, it is clear that the appropriate timing for the Board of Visitors' exercise should be arranged, on which I would appreciate your recommendations, although I would think that the ending of the academic year might be an

- 2 -

appropriate time so that any recommendations could be incorporated into the next academic year's training program.

3. The Inspector General should act as the Chairman of the Board of Visitors. One ex officio member of the Board will be the Director of Personnel, in order to stress the close integration of training and personnel development as a whole. The Secretariat of the Board would of course be the Office of Training, and it would depend heavily upon the Office of Training for its functioning.

4. The result of the Board of Visitors' work should be a report addressed to the Director and appropriate for his review. The various visitors will certainly have particular special interests, but I would hope that the Board as a whole would take the broadest possible view from the standpoint of the Agency, as well as reflecting the needs of the individual directorates. I am quite prepared to consider dissents or differing views in the course of the Board's deliberations and report.

5. I would appreciate your considering the above points and, in coordination with the Inspector General, developing a draft directive establishing the Board of Visitors and outlining its functioning.

[Redacted Signature]

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W. E. Colby

Executive Director-Comptroller

cc: Inspector General  
Director of Personnel  
DD/S ✓

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RSW -

Board of Visitors paper  
is another for instance  
of our worry.

After you've read the  
copy (I sent original to  
OTR) + attached, let's  
talk pls.



5 JUN 1972

ITR + OP on  
leadership/ executive  
development —  
we told WEC we needed  
more time with HTC  
+ HBF before full portions  
can be produced. We've  
done nothing to get  
further action —  
discussions

Support Weekend item

Role of DDS in view

WEC seemingly deliberate  
use of Support Offices  
as his staffs. —

avoiding giving support  
any special status  
as against other deputies.  
(we not asked for input)

Is this partially because we  
have not been initiative &  
imaginative but rather  
reactive & responsive

Diff item -  
Sessions with Support  
people like FE or  
DDP big meetings or  
WEC lunches.



MR. WATTLES - *SEE NOTE 216*

REGISTRY